

**University at Albany  
School of Public Health  
Center for Public Health  
Preparedness**

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# **Center for Public Health Preparedness**

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**For more information please contact us  
at 518-486-7921 or email:**

**[cphp@uamail.albany.edu](mailto:cphp@uamail.albany.edu)**

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**[www.ualbanycphp.org](http://www.ualbanycphp.org)**

# **Bi terrorism Preparedness / Response and COOP / COG Planning for Diverse Public Health Communities April 7, 2005**

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**Ivan C.A. Walks, M.D.**

**Ivan Walks and Associates, LLC**

***“Invest in Health: Improve the Quality of Life”***

# **COOP / COG: Functions and Issues**

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- **Mitigation**
- **Preparedness**
- **Response**
- **Recovery**
- **Succession versus Delegation**
- **Fire at the Fire Station**

# Evolution of a Bioterrorism Event

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- **Event / Outbreak identification (bio-surveillance)**
- **Containment (Isolation / quarantine)**
- **Public Education / Engagement**
- **Intervention / Treatment response (vaccine, meds)**

**Con't**



# Evolution of a Bioterrorism Event

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**(Con't)**

- **Resource and information management**
- **Recovery/Restoration of basic services**

**Effective management of all of the above requires secure and effective communication, collaboration and decision-making, enhanced by geo-spatial, situational awareness**

# **Diverse Environment Challenges / Opportunities**

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- **Effective Planning and Preparing**
- **History, Literacy, Credibility**
- **Government and other “Officials”**
- **Agencies and Partners**
- **Media**
- **Work / Home**
- **Resources and Accountability**
- **Leadership**

# **Relevant Diverse “Public(s)”**

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- **Culturally, Ethnically and Linguistically Diverse**
- **Physically and Psychologically Diverse**
- **Physiologically Diverse**  
**(ethnopsychopharmacology)**
- **Financially, Socially and Historically Diverse**
- **Literacy / Health Literacy**

# **“The Public” - M I P S**

## **Medically Idiopathic Physical Symptoms**

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- **Hx of conventional terror attacks (Israeli Ministry of Health 2002) Psych vs Physical response as high as 10:1**
- **Some non-conventional terror scenarios project mass psychogenic or sociogenic illness consistent with a contagious epidemic (Bartholomew 2002)**

# **MIPS and the Terrorism Response**

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- **Bioterrorism 1900 – 2001 (Regis – 2001)**
- **66% Hoax, 21% Failed, 13% Materialized**
- **24% in USA with <10 deaths**
- **\$Billions in response**
- **Little focused on depression and anxiety**
- **Emergency decontamination equipment and negative pressure isolation rooms focus vs. mental health infrastructure**

# **Proactive COOP / COG Planning with “First Responders” and Others**

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- **Coordination between NGO's and Local, State, Regional & Federal agencies and the Business Community**
- **Inclusive/Creative Crisis Planning prior to and during an event**
- **Building New Partnerships and Clarifying Roles**
- **Flexible Implementation**

# **Proactive Mitigation Policy: The DC Public Health Upgrade**

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- **September 2001 memo to regional healthcare providers moving from “*diagnosis*” reporting to “*symptom*” reporting**
- **Time = Lives**
- **Incident Command Structure – Public Confidence and the “Health Chief”**

# Hallmark Psychosocial Events



(AP PHOTO)



4TH GRADE  
GREENDALE SCHOOL  
FRANKLIN PARK NJ 08852



SENATOR DASCHLE  
509 HART SENATE OFFICE  
BUILDING  
WASHINGTON DC 20510

NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES



TOM BROKAW  
NBC TV  
30 ROCKEFELLER PLAZA  
NEW YORK NY 10112

NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES

# **Proactive Preparedness Policy: Information Dissemination**

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**Information sharing with the public**

**The public needs accurate and timely  
information they can trust**

**A core repository is needed for the most  
up-to-date information**

**A unified message throughout the region**

**Must have everyone on the same page**

**Avoid unnecessary confusion and fear**

# **Proactive Preparedness Policy: Accountability Focused Management**

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- **Housing, feeding and safety of responders**
- **Dual use incident management tools**
- **Cost accounting, planning, training, logistics, resource inventory management and tracking, and cost recovery preparedness via “Scenarios Training”**
- **Secure Information and Knowledge Management**

# **Flexible Response Management**

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- **Information Management/Restrictions**
- **Access to site/crime scene**
- **Debris becomes evidence**
- **Scope of event less clear**
- **Intelligence Sharing**

# **Flexible Response Management (con't)**

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- **Control of health/safety of scene/investigation**
  - **Ensuring Decon (even if it slows investigation)**
  - **Length of stay in affected areas**
  - **Identifying what is known vs. not known**
- **Chain of Command**
  - **Who is in charge?**

# **The Anthrax Attack: Capitol Hill**

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- **Good Information – Good Clinical Outcomes**
- **DC DOH called in the CDC – Not part of DC jurisdiction but it was part of the DC plan**
- **CDC notified DC directly and set up their command center at DC DOH**
- **DC DOH Federal Requests**
  - **NPS Advance Team**
  - **Public Health Corps Activation**
  - **Federal Liaison**

# Challenges

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- **Regional Command and Control**
- **Local Security Clearances**
- **Real-time Access to Clinical Updates**
- **Centralized Epi-Surveillance Unit**
- **Private Partners**
- **Public Anxiety vs. Public Confidence**

# **The Anthrax Attack: Brentwood**

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- **Bad Information – 2 dead**
- **Discrimination? ( Race / Class )**
- **Public Confidence Issues**
- **Protection - Medication and Vaccine**



# Challenges

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- **Multi-agency communication and collaboration**
- **Resource and information management**
- **Communications and information security**
- **Status reporting of healthcare facilities**
- **Public information dissemination**
- **Visual tools for situational awareness**

# **Inter-Jurisdictional Recovery:**

**Multi-system, Multi-level**

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- **Diverse stakeholders**
- **Research – epidemiology and interventions**
- **Service / Treatment Resources**
- **Data: Gathering and Dissemination**
- **“Cultural Quality” Based Assessment – measure - value, efficiency,**
- **Can’t go home again**

# World Trade Center Terrorist Attack: Air Quality Concerns - Then and Now



# **Non-Terrorist Incidents**

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- **Health Disparities, West Nile Virus, Hurricane Ivan, Poverty, Winter, Traffic**
- **2003 Unattended Mercury spill - high school and homes evacuated**
- **2004 Lead in drinking water supply**
- **What were/are the communication-technical-political challenges?**
- **Lessons learned?**

# The Diversity Opportunity

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- **Work with community empowerment programs, organizations, and individual leaders, especially in communities where there are large immigrant populations to research effective urban and diverse community communications factors.**

**Con't**

# **The Diversity Opportunity**

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- **Develop and evaluate urban and diverse community crisis communications strategies, and pilot them in cooperation with agencies and experts in the fields of medicine, epidemiology, legal and criminal justice, behavioral and social science, and public health.**

**Con't**

# **The Diversity Opportunity**

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## **Con't**

- **Develop shareable implementation templates to help optimize urban and diverse community response planning.**
- **Develop, deliver, and maintain a training curriculum for criminal justice, fire & emergency medical professionals and public health officials.**

# Conclusions

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- **The threats of terrorism and other crises are real and we must be prepared to meet them while maintaining core processes**
- **Using powerful “daily use” collaboration tools we can**
  - **Leverage resources across agencies and jurisdictions**
  - **Maximize ability to prepare for and respond to incidents**



# Conclusions

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- **Comprehensive Geo-referencing is critical to a coordinated response – “a picture is worth a thousand lives”**
- **Homeland Security requires people management**
  - **Medical, legal, political, psychological and cultural**

# Call In

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# **Take Home Lessons**

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- **“Fail to Plan, Plan to Fail”**
- **Relationships Matter**
- **Cross-Jurisdiction, Multi-agency Coordination**
- **Informed, Caring, Careful and Redundant Leadership**

# **Take Home Lessons**

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- **Real-time Reports**
- **Tell the Public the Truth & in Plain Talk - (Cultural Competence)**
- **When Things Speed Up, Slow Down**

# **Contact Information**

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**[www.ivanwalks.com](http://www.ivanwalks.com)**

**202-463-0510**

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